

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Cadet Manufacturing

Impact Washington

Cadet Manufacturing Turns to Impact Washington for Lean Enterprise Assistance

Client Profile:

Cadet Manufacturing is a manufacturer of zonal heating products. Cadet is the leading brand of residential electric heat for the Western U.S. and a top supplier nationally. The 52-year-old company employs 145 people at its facility in Vancouver, Washington.

Situation:

In order to stay globally competitive, Cadet Manufacturing had already embraced Lean Enterprise strategies and had an internal Lean Champion working full time on Continuous Improvement implementation. Yet to drive the Lean philosophy deeper into the culture, the company desired more internal Lean capability to step up their efforts. They looked to Impact Washington, a NIST MEP network affiliate, to provide Lean Enterprise Champion (LECP) training leading to SME Bronze Certification and to Hoshin Planning implementation.

Solution:

Cadet contacted Impact Washington to explore how they could support and collaborate with the company for continued success and growth. Impact Washington worked with Clark College to obtain a Washington State Job Skills grant to provide LECP and Hoshin Planning training. Impact Washington provided LECP training for several employees and Kaizen events to practice Lean implementations. They used a team of two service providers on this project, Karl Webber and Rick Baker. Webber led the LECP training and Kaizen events, and Baker took the company through the Hoshin Planning process. The Hoshin Planning process, which is a strategic planning process that cascades strategic initiatives down through the organization using a PDCA (Plan-Do-Check-Act) methodology, was necessary to make sure that leadership was on board with supporting the new Lean culture that was being created throughout the company. Hoshin Planning was implemented and involved the senior executive team, off-site sales and service support personnel and production leadership to make a company-wide cultural shift to ensure all team members embrace Lean and the focus on adding value to their customers. Without a strategic leadership focus on Lean, they knew that the Lean change made throughout the company could not be sustained. As a result of Impact Washington's assistance, 76 percent of Lycoming Engines' employees have been trained in Lean strategies. For the workforce, this has resulted in zero layoffs, reduced turnover, improved safety and ergonomics, motivated workforce, and employee-led daily improvements.

Results:

- * Reduced machine and line changeover times by 75 percent.
- * Reduced process time by 50 percent.
- * Reduced travel time by 70 percent.

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- * Reduced waste by 63 percent.
- * Reduced paper usage by 45 percent.

Testimonial:

"One of the real great things that comes to mind for me is the assembly group's redesign of their work area and processes to eliminate wasted motion, and the pride and ownership they take in owning the process."

Steve Capuano, Lean Champion